

# Memorandum

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TO : Chief, Personnel Operations Division

DATE: 14 July 1964

FROM : A/JOTP/OP

SUBJECT: Annual Report for Fiscal Year Ending 30 June 1964

## 1. General Description of Functions

This office provides the point of contact of the Office of Personnel with the Junior Officer Training Program.. Working in close proximity to JOTP, we provide direct personnel support to the program in the processing of JOT applicants. We also provide personnel staff support to JOTP for JOT's on duty. Through contact with C/POD, we carry out the Office of Personnel coordinating responsibilities set forth in [REDACTED]

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The A/JOTP assists in the selection of JOT candidates and provides all personnel processing support to that function except the entrance on duty processing. This includes preliminary screening of applications, initiating appointment actions and clearances, preparing invitee travel authorizations, scheduling pre-employment medical examinations, interviews and pre-employment polygraph examinations, conducting applicant briefings and interviews, initiating correspondence with applicants, and making cover and EOD arrangements. Inherent in these duties is careful attention to the Agency's public relations image.

We also provide personnel staff support for JOT's on duty. This includes processing of actions, record keeping, and providing advice and assistance to individuals on such personnel matters as pay, military reserve affairs, and insurance.

## 2. The Work Force

Four persons staff the office of A/JOTP: two personnel officers (GS-13 & 11), a personnel assistant (GS-07), and a clerk typist (GS-05). The addition of the second personnel officer in May 1964 should provide us some needed flexibility in keeping the processing work of this office moving without delay and at the same time permitting time for the applicant briefings considered an essential part of the JOTP selection interview process. C/JOTP has been most cooperative in providing us with stenographic and other clerical assistance from his staff at times of especially heavy workload.

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NO CHANGE IN CLASS. ☐

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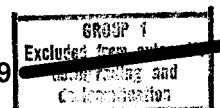
NEXT REVIEW DATE: \_\_\_\_\_

AUTH: HR 70-2

DATE: 10 MAR 1982 REVIEWER: 029 725

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3. Disposition of Last Year's Unresolved Problems

a. The problem of the length and timing of the recruitment cycle was presented as a serious problem in last year's report. It was pointed out that many candidates declined because of the long wait before we could give them a firm job offer. It was hoped that the expanded recruitment program would provide applicants earlier in the year, thus permitting us to complete the processing and make our offer earlier. This year the Personnel Recruitment Division has supplied us with a large number of excellent applicants. Unfortunately, a large number of applications arrived in late November and December 1963, at a time when the personnel needs of the Agency were being re-examined by top management. Several weeks elapsed before the "freeze" was lifted for full scale JOT processing, although applications already in process continued during this period. Cutbacks in our military program also negated some of the good work of the recruiters among draft-eligible young men on the campuses. We believe, however, that the basic proposition presented last year, i.e., that fewer applicants processed faster produce more EOD's at less cost, remains valid.

b. The curtailment of the USMC officer candidate course was presented as an unresolved problem last year. Since that time, the program has been reopened, and our existing agreements with USMC to use the program for selected JOT's remains unchanged.

c. The move of JOTP to the Broyhill Building was presented as the overriding problem last year. The move took place, and although the anticipated problems did in fact arise, we have learned to live with them. Applicants invited to Washington for processing usually begin their first day at Headquarters at the medical office where they undergo laboratory tests. They then are sent to Central Processing Branch for travel reimbursement, and hopefully catch a bus soon thereafter to the Broyhill Building, usually arriving late in the morning. If the candidate misses the bus, he faces a wait of up to an hour plus the 20-25 minute ride. While sufficient time exists for the usual three JOTP interviews (two by training officers and one by a personnel officer), it is difficult to schedule interviews for the applicant with the A & E Staff or with a prospective office of future assignment. Sometimes interviews can be scheduled for the following day at Headquarters, but the second day is usually exclusively devoted to the medical and psychiatric processing. Mail takes a minimum of one day and often as long as three to move to or from our office to offices at Headquarters. There are also fewer opportunities for A/JOTP consultation with Headquarters' offices (medical, security, cover, and personnel) on matters of common concern. These problems are presented merely by way of illustration. It is recognized that a move back to the Headquarters building in the near future is unlikely.



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4. Major Developments During the Year

a. The primary processing goal of this office is to produce sufficient numbers of suitably qualified candidates (external and internal) to meet the class quotas. The class quotas of 75 JOT's each for January and July 1964 were met. As shown in the attached statistics, this was achieved while processing fewer applicants. An increasing proportion of these classes (26 in January and 20 in July) were internal candidates. The undersigned considers this a healthy trend, provided the internal candidates continue to meet JOTP standards.

b. Perhaps the major development during the year was the DDS decision to expand the program from an annual input of [REDACTED] It is anticipated that most of this increase will be used to fill DDS requirements. This increased Support quota has led to more emphasis on determining each applicant's probable component of assignment prior to final selection. In submitting applications for JOTP consideration, the recruiters increasingly are attempting to forecast where the individual is best suited (as well as where he wants to fit). On Support-oriented JOT applicants, we have been sending the file (and sometimes the applicant) to the appropriate Support component personnel officer for consideration prior to final selection. This informal coordination has worked well to date with those Support components who appear actively interested in using the JOTP as a major source of new professional talent. Most of the Support-oriented JOT's selected to date have been earmarked for the SA, SL, SP, or SM career services. It is hoped that we will be able to provide candidates acceptable to the SS and SF career services in the near future in compliance with DDS directives.

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c. The trend toward tentative placement (at least by major component) prior to selection has not been limited to the DDS. Ceiling limitations have sharply curtailed the direct hire recruitment capability of many components in the DDI, resulting in a greater reliance on JOTP to fill many professional slots. It follows that DDP, DD/S&T, or DDI-oriented JOT candidates should be selected with an eye to meeting requirements of the potential consumer. At present this preselection "shopping" is being conducted by the training officers and A/JOTP directly with the component of probable interest. Should this trend continue, however, Placement Branch probably should be brought into the negotiations, since JOTP does not have the staff nor the contacts to cope with specialized professional placement on a large scale.

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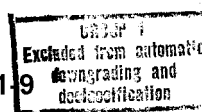
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and security clearances and any factors requiring a final decision at Headquarters. While we are still ironing out procedural problems in the handling of these cases between here and the [REDACTED] our experience to date has been most encouraging. While more properly a matter for inclusion in PRD's report, it appears of interest to POD that this [REDACTED]

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center is cutting down invitee travel costs by requiring only one trip to Washington for PEM, PEP, and final JOTP interviews. The cost of an applicant's trip from his home to [REDACTED] is significantly less expensive and less time-consuming than a trip to Washington.

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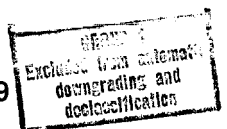
e. One effect of the Agency personnel ceiling problems of the past year has been a critical reevaluation of the JOT military programs. The result has been a decision to cut back sharply on the number of JOT's entering the military services under our auspices. While JOTP continues to hold open its agreements with the Army (ROTC), Air Force (OTS) and Marines (OCC), this program is currently being used only for those selected cases where the applicant has specialized (i.e., scientific) and/or superlative general qualifications of sufficient potential value to CIA to warrant the higher attrition risk.

f. Another effect of the tight personnel hiring situation during the year has been an increase in the number of applications from young men who due to marriage or lenient local draft call quotas are unlikely to be called up for military service. In previous years, this group, together with many bright young women in the same age and education category, could have been placed in other Agency assignments with the possibility of later entry into JOTP as internal candidates. This year the operating offices have been able to take few if any of this group. JOTP has been forced to choose between taking these people without the benefit of military or other seasoning experience, or losing the applicant entirely (although we encourage these people to reapply in a year or two). The Agency has unquestionably lost some good potential talent this year because of the lack of a "farm system" for these bright but inexperienced young people.

#### 5. Problems to be Solved

Several unresolved problems have been touched on in the preceding section. These are:

- a. A need to telescope still further the duration of the applicant processing period. We hope in the near future to complete our informal PERT-type study of the processing cycle to determine just how long the processing of JOT applicants is taking, and what action can be taken to reduce this period still further.
- b. A need to systematize our pre-selection placement activities.
- c. A need to reevaluate our entrance salary scale. During the past year, it has become increasingly difficult to offer salaries competitive with those offered by other federal agencies, not to mention private industry. C/JOTP is well aware of this problem and it is likely that more applicants will be entering the Program at GS-09 (and in some cases even higher) than was previously the case.



6. Forecast

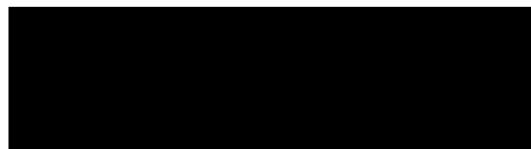
a. The anticipated tight personnel ceiling situation in the Agency during the current fiscal year will make it essential that JOTP select candidates who not only meet JOT standards but also offer qualifications to fit specific operating component staffing requirements. While this will never become an exact science, and JOTP will continue to recruit a number of candidates whose ultimate assignment is unknown but who possess qualifications permitting them to fit a variety of assignments, the emphasis on pre-selection placement will continue. This will require close coordination between JOTP, PRD, and Placement Branch as well as with the career management and personnel offices of the operating components.

b. The Agency in general and JOTP in particular will continue to face a dilemma over what to do with the bright young men (and women) who are applying to us directly off the campuses without benefit of military service or other seasoning experience. Unless we can find positions for some of the best ones somewhere in the Agency, we may be in danger of drying up some of our better recruitment sources. Perhaps this is more properly the concern of PRD, but we will continue to seek means of helping to alleviate the problem. It may be that the Agency will wish to take a certain percentage of the very best of these younger people in the JOT program despite the lack of military service and the risk of "first job" attrition in order to get some of the really exceptional college graduates. The major input will probably continue to come from older, more experienced applicants supplemented by internal candidates.

c. The increase in the size of JOTP will unquestionably increase our workload in the coming year. With the additional personnel officer and resolution of some of the problems of the past year, we expect to continue to handle our responsibilities and hopefully to improve the quality of performance.

7. Workload Statistics for Fiscal 1964 (Attached)

Includes Fiscal Years 1963, and 1962 for comparison.



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7. Workload Statistics Fiscal 1964

1963

1962

New Files Received	781	765	538
Other Files Received	2089	1637	1350
Temporary Actions	466	511	372
Confirmed Actions	182	213	165
Other Actions	77	198	183
Cancelled Actions	432	371	314
Decline	155	120	123
Reject	129	93	66
Postpone	37	41	54
Medical	54	57	27
Security	42	47	29
Panel	15	13	15
PEM and Interviews	360	436	325
PEP and Interviews	161	210	142
Tests while at Headquarters	39	55	35
Invitees (Calls)	410	515	412
A/JOTP Interviews	445	538	483
Training Officer Interviews	558	629	504

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Decline Prior to Action	41	10	16
Reject by JOTP Prior to Action	351	231	97

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